

Executive

73-137872

16 JUL 1973

MEMORANDUM FOR: Director of Personnel
Attention: Position Management and
Compensation Division

THROUGH : Deputy Director for Management and Services
SUBJECT : Personnel - Office of the Inspector General
REFERENCE : Memorandum of Inspector General Designate
of 19 June 1973

1. Referent memorandum proposed certain minimum strengths
for the Office of the Inspector General. This memorandum submits
for final approval the following organization of the Office:



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Audit Staff

No Change

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2. The above organization makes no change in the Audit Staff, which is being realigned within its existing personnel allowances. It makes the following changes in the existing Table of Organization of the Office of the Inspector General and the Inspection Staff:

- a. It reduces the grade of the secretary to the Inspector General from GS-11 to GS-10.
- b. It eliminates nine GS-15 positions.
- c. It eliminates two GS-07 secretary/steno positions.
- d. It raises one GS-15 position to GS-16. In connection with this change it is requested that authorization be given to GS-16's assigned to the position to classify documents SECRET.

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[REDACTED]
Donald F. Chamberlain
Inspector General

APPROVED:

/s/ W. E. Colby

28 JUL 1973

W. E. Colby

Date

OIG/ [REDACTED] (13 July 1973)

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2. The above organization makes no change in the Audit Staff, which is being realigned within its existing personnel allowances. It makes the following changes in the existing Table of Organization of the Office of the Inspector General and the Inspection Staff:

a. It reduces the grade of the secretary to the Inspector General from GS-11 to GS-10.

b. It elimin.

c. It elimin.

d. It raises it from GS-9 to GS-10 from that planned by former IG (see attach^e)

W. E. Colby

Date

MEMORANDUM FOR: Mr. Culby

Bill:

The Office of Personnel position management representatives have discussed the attached with the IG. We have concluded that the scope of responsibility inherent in the newly constituted O/IG justifies the senior levels of professional personnel requested. The grade levels for secretaries are consistent with the established secretarial pattern. Therefore, I concur in the IG request and recommend your approval of the T/O as present.

NTL

Robert S. Wattles
Acting DD/MGS

25 JUL 1973

(DATE)

FORM NO. 101. REPLACES FORM 10-101
1 AUG 54. WHICH MAY BE USED

(47)

MEMORANDUM FOR: 9517 + S

Comment before

I sign [redacted] [redacted]

17 JUL 1973 (DATE)

FORM NO. 101 REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED

(47)

13-1318/1

16 March 1973

MEMORANDUM FOR: Executive Secretary, CIA Management Committee
SUBJECT : Personnel -- Office of Inspector General

1. In line with the approved proposal to reduce the function of the Office of the Inspector General, I recommend a staff of five officers and two secretaries. It should be noted that current work and possible appeals in connection with planned personnel reduction should keep the full staff busy through 30 June at least. The continuing complement should consist of the Inspector General, two Inspectors, the Equal Employment Opportunity Officer, and the Federal Women's Program Coordinator (a new assignment). Of the remaining personnel, one officer was due to return to his parent component, four officers will retire, five will return to their parent organization, and three secretaries will have to be reassigned. In addition, Miss Ruth Gillard, although age 60 in May 1973, will not have twenty years' Government service until December 1973, so I recommend she be allowed to remain in place for her last six months rather than return to the CA Staff.

2. Due to the heavy personnel thrust of the contemplated IG function, I believe [REDACTED] is ideally suited by background and temperament to assume the post as Inspector General. Mr. [REDACTED] is a permanent member of the IG Staff and should be retained. Mr. [REDACTED] is an E careerist and a highly experienced Inspector, so it makes good sense to retain him. Mr. [REDACTED] as the EEO Officer, and [REDACTED] as Federal Women's Program Coordinator, would complete the officer roster. I recommend that, at the end of Calendar Year 1973, the personnel situation be reviewed to see if the work load will allow [REDACTED] to be returned to the DDO and [REDACTED] assume his duties, thus reducing the staff by one.

3. [REDACTED] senior secretary, is a GS-11. I do not believe the reduced IG office justifies a grade higher than a GS-9. Therefore, I recommend steps be taken to locate an appropriate assignment for [REDACTED]

The second secretary position will be filled by Mrs. [REDACTED]

William V. Broe
Inspector General

23-1318

13 March 1973

MEMORANDUM FOR: Executive Secretary, Management Committee
SUBJECT: A Revised Role for the Agency's Inspection Staff

1. You asked for my thoughts on revising and substantially reducing the role of the Agency's Inspection Staff. I believe this to be an area in which manpower savings can be made without significantly impairing the other functions of the Agency.

2. Our work falls into four major categories: component surveys, grievances and complaints, special studies and investigations, and returnee interviews. Assuming a full complement of 13 inspectors, the time that is devoted to each of these categories is approximately as follows:

	Percent	Man Years Per Year
Component Surveys	70	9.1
Grievances & Complaints	13	1.7
Special Studies & Investigations	11	1.4
Returnee Interviews	6	.8

3. I have felt for some time that the results of our component surveys are not worth the effort that is put into them. This may not have been true in the earlier years, but it certainly is today. We seldom find anything seriously amiss in the components we survey, and our reports are usually bland and uninteresting. I can think of only four truly significant exceptions within the past decade: NPIC in 1965, Project [REDACTED] and the Office of Finance in 1967, and ORD in 1972. In each of those instances all we really accomplished was to call to the attention of senior managers problems of which they were already aware--or should have been if they were doing their jobs properly. Given the amount of time that is spent on component surveys and the limited results that are achieved by them, I believe the component survey program could be abandoned without appreciable loss.

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4. I also doubt that we are getting our money's worth out of the so-called special studies that we do. These are, in effect, surveys of functions or activities that cut across organizational lines. Over the years, the special studies we have been assigned to do--with an occasional rare exception--have tended to break down into two general categories: those that turn out to be "nonsubjects"

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(things that you simply cannot come to grips with) and those that are so broad as to be beyond our capabilities. The 1968 study on "Morale in the Clandestine Service" is an example of the former; the 1971 study on "Information Management in the Agency" is an example of the latter. I have the impression that the special studies we have done in the past have yielded even less benefit than have the component surveys. Abandoning them would be no appreciable loss.

5. This leaves grievances and complaints, investigations of misdoings or of things that have gone sour, and returnee interviews. I believe that we need to retain a capability for handling each of these.

a. It is imperative that we have a forum somewhere in the Agency where employees may lodge their grievances in the expectation that they will receive fair and objective treatment. Also, there is a need for a mechanism to review on behalf of the Director those appeals from adverse actions that are addressed to him.

b. I also think we will need to retain an investigative capability for looking into flaps and for assembling the facts relating to those occasional misdeeds of our employees. The Deputy Directors prefer to wash their dirty linen in private, but we often are called upon when a significant commitment of investigative manpower is required. We have had it available; others have not.

c. Returnee interviews seldom yield anything of consequence, but I favor continuing them if only as a morale booster. They would also provide a way of filling likely slack periods in this reduced program.

6. A reduced program such as that outlined above could easily be handled by two or three people. I would start with a chief and one assistant with the understanding that a second assistant could be added if experience demonstrated that he was needed. The Director of EEO and the Federal Women's Program Coordinator would be included on the staff. Since neither of these assignments is a full-time job, both would share in the handling of regular grievances and complaints. Two secretaries should be able to take care of the clerical needs of these four or five officers. Thus, the staff would be reduced from the present 20 to a total of six or perhaps seven.

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7. There is one potentially troublesome feature of this reduced program. The grievance and complaint workload is markedly uneven. There have been times, although they have been rare, when we did not have a single active grievance case under review. At other times we would have been swamped if we had had a staff of only two or three inspectors. Our current practice is to keep all inspectors assigned at all times to component surveys or special studies, pulling them off of their regular work as grievances cases are received. The effect of this has been to delay completion of some surveys and studies, but it has enabled us to keep all of our people fully occupied. If the reduced staff were to handle only grievances, investigations, and returnee interviews; I would anticipate that those assigned would not have enough work to keep them busy during slack periods. There might be other things that they could do, but I have no suggestions as to what.

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William V. Broe
Inspector General

Approved
William V. Broe

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